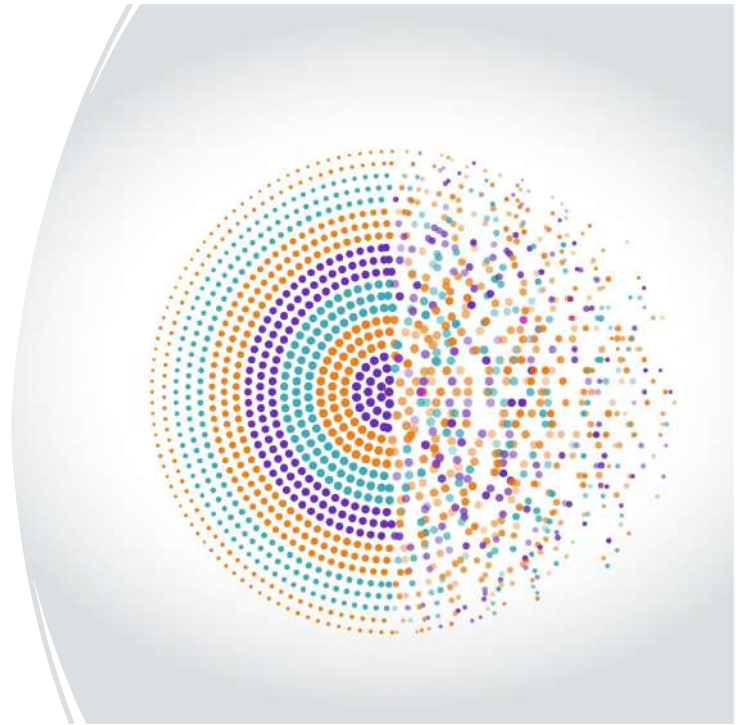


Business Management

1. INTRODUCTION

(2021/2022 – 1st Semester)



1

Course Objectives



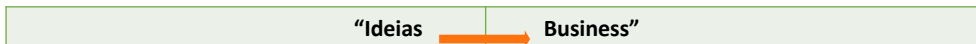
This course seeks to familiarize students with the fundamental principles and concepts in the management area. This should allow students, from the outset, a dialogue with people from the business and business world. This learning is particularly useful for those students who will assume leadership positions within organizations, as well as in the case of partnerships with managers to launch new ideas on the market through the creation of new companies and/or their own businesses.

2

Program



<p>Introduction: Business Management?</p> <ul style="list-style-type: none"> i What is Business Management? i The role of the Manager i Why study Business Management? 	<p>Production and Human Resources</p> <ul style="list-style-type: none"> i Production, Stocks and Quality i Organizational Structure i Human Resource Management
<p>Strategy and Marketing</p> <ul style="list-style-type: none"> i Mission; Target Market and Positioning i The SWOT / TOWS Matrix; The BCG Matrix i Marketing Mix: Product, Price, Place, Promotion (4 Ps) i Digital Marketing 	<p>Finance</p> <ul style="list-style-type: none"> i The time value of Money i Rents (different types) i Main Accounts i Financial Analysis i Project Analysis



3



Readings

Some Reference books in English

- Principles of Management
<https://www.pdfdrive.com/principles-of-management-saylororg-e7057851.html>
- Introduction to Financial Markets, Business Finance and Portfolio Management
<https://www.pdfdrive.com/the-basics-of-finance-an-introduction-to-financial-markets-nosiness-finance-and-portfolio-management-frank-j-fabozzi-series-e184936291.html>

Additional References:

- Libby, R. Libby, P. and Short, D. 2008, *Financial Accounting*, McGraw-Hill/Irwin.
- Lindon, D., Lendrevie, J., Rodrigues, J. and Dionísio, P., 2000, *Mercator*.

4



Course Evaluation

Course evaluation is the result of three evaluation elements:

- (1) **One assignment:** Students will carry out a practical assignment, in groups of 6, on a real company, covering its functional areas. After submitting a written version, they present and discuss their findings in class.
- (2) **One Final Test:** At the end of the semester, an individual test will be given, online (covering the last three blocks of the course). The test will take place on January 4th.
- (3) **Class Participation:** Students' participation in class

Grade is determined according to a weighted average of their results, **35%** for the Assignment, **45%** for the test and **20%** for class participation.

Approval requires a minimum average of 9,5 and a minimum test grade and assignment grade of 7 (out of 20 points)

5



Why Management?

Useful!

Helps answering questions

What to produce and for whom?

What strategy to follow?

How to motivate?

Debt or self-financing?

Which project is more profitable?

Complementary knowledge useful in your future professional life Increased capacity for dialogue (being familiar with terms and concepts used in the working environment)

Likely to be directly involved in making management decisions Entrepreneur - creating value

6



The Firm

(as a particular case of an Organization)

Differs in objectives and transactional environment

- **Objectives:** being an autonomous economic agent that intervenes in the exchange of goods / services, its aim is obtaining profit; also, productive efficiency and stakeholder satisfaction
- **Transactional environment:** (Jacobs (1974)) operates in several markets – raw materials, capital goods, workers, final product / service

7



The Manager



RESPONSIBLE FOR INTERACTING WITH THE EXTERNAL ELEMENTS, (MARKET, CLIENTS, SUPPLIERS, STAKEHOLDERS, COMPETITORS, REGULATORY AGENCIES, ETC.) AND INTERNAL RELATIONS.



MANAGING MEANS WORKING WITH OTHERS TO ACHIEVE COMMON GOALS EFFICIENTLY IN A CHANGING ENVIRONMENT

8

What is the difference between CEO and President?

The president is elected by the company's equity holders representing their interests CEO is the manager and must report to the president

9

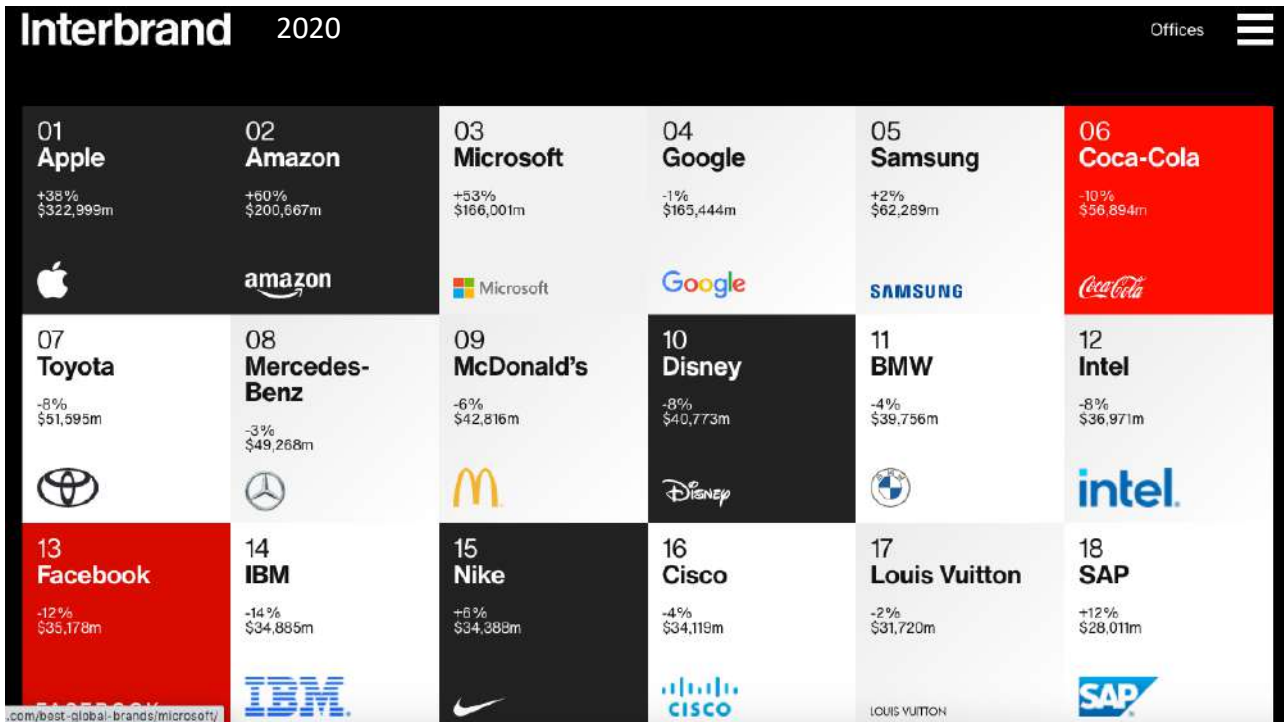
9

What is the most valuable brand in the world?

<https://interbrand.com/best-global-brands/>

10

10



11

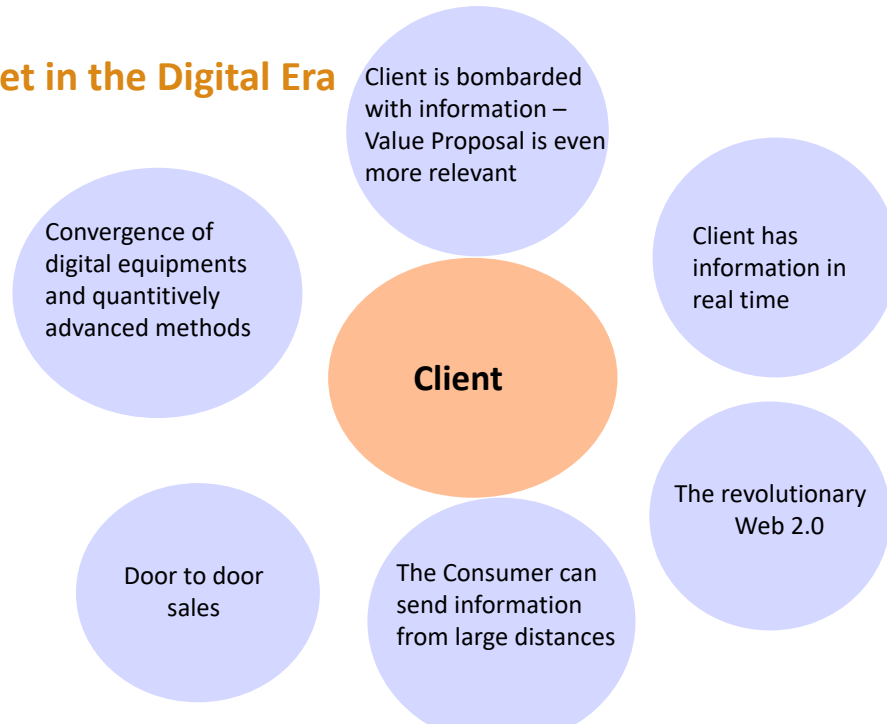
Technology and Consumer Power

The Digital Era has become more relevant than the Industrial Era

12

12

The Market in the Digital Era

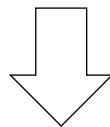


13

13

The Client in the Digital Era

Clients are more selective, filtering information in an instantaneous way



VALUE PROPOSAL DE VALOR is even more important

If you cannot impress, the search engine will take your potential cliente to a competitor

14

14

Disintermediation of the distribution chain

1. Online sales: prices are decreasing
2. The boundaries between industries are less clear: products and services end up being obtained from unexpected situations

15

15



16

16

Globalization and Consumer Power

Some small niche businesses that are not regionally viable become globally viable

Example: DNA App Bird Sexing (STABVIDA)

17

17

STABVIDA
Your easy genetics laboratory

HOME COMPANY SERVICES R&D CONTACT US LOGIN

Manage your requests using your Personal Area

Your Birds Sexing Laboratory

BIRD SEX DETERMINATION [ENTER BIRD SEXING PLATFORM](#)

MENU

- BIRD SEXING PRICES
- BIRD SPECIES LIST
- HOW TO COLLECT
- HOW TO ORDER

€6,95/BIRD

RESULTS IN 48 HOURS

FREE IDENTITY CARD FOR YOUR BIRDS

HAVE YOU TRIED OUR NEW FREE APP?

PRE-PAID PACK 20 TESTS €119

€5,95/BIRD

Online - Chat With Us Directly! ^

18

Clients

Example 1. Who is the Client for a Hardware Manufacturer?
the distributors, who in turn sell to end users.

Example 2. Who is the Client for the pharmaceutical industry?
Pharmacies/Hospitals/Clinics and laboratories.
The pharmacy customer may be the final consumer (or someone who buys for him). The doctor is a prescriber who decides, having a very important role

Example 3. Who is the Client for the toy industry?
Toy stores whose customers are their parents.
The child is an influencer – a very strong one!

Example 4. Who is the Client for Facebook?
Companies that advertise in Facebook

21

21

Types of Clients

Universities

ONGs

Distributors

Governments

etc...

22

22

Clients are People

Who are they?
Where do they shop?
What interests them? What motivates them?
Who influences them? What do they read?
Do they have a budget? How large is their budget?

23

23



Who recommends



influencer

Clients' Ecosystem



saboteur

saboteur

consumer

*Decision
maker*

24

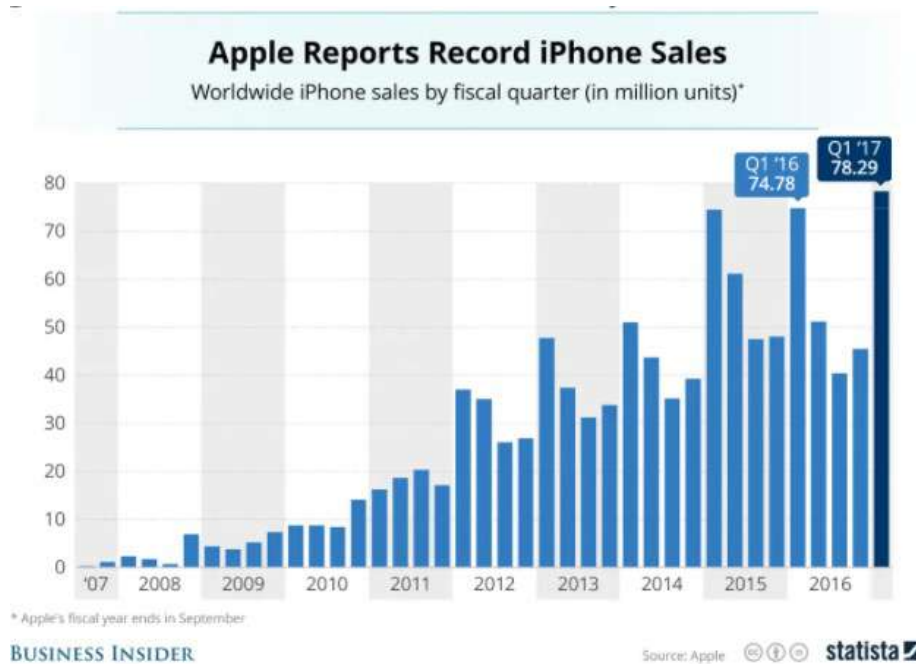
24

Who wants to purchase...

- A telephone with internet and email but without:
 - A physical keyboard
 - Only 2G Speed
 - Without a frontal camera
 - With no access to other partners' apps
 - That is tied to a single mobile services company....

25

25



26

26

Clients today

- The client has changed radically in the last 20 years:

Due to the digital revolution and globalization as already mentioned but also with more concerns related to sustainability:

- Environment/climate change
- Poverty
- Lack of water
- Pandemic, war...

27

Sustainability and Today's Organizations

- In turn, organizations and companies have increased their social and environmental concerns.
- New business models have increasingly incorporated responsible behavior towards the environment and society

28

Sustainability

“Traditional” Business Models Have a Mindset

make – take – waste.

More updated and Sustainable Business Models have a new *mindset*

recycle – reuse – give

29

Sustainability

- **The United Nations have set 17 sustainable development goals (SDGs) for 2030<**
- The 17 SDGs are integrated – it is recognized that action in one area will affect results in other areas, and that development must be balanced considering social, economic and environmental sustainability.

30

Sustainable Development Goals to kick in with start of new year



Source: UN in collaboration with Project Everyone

31

Corporate Social Responsibility (CSR)

- Globally, corporate social responsibility or CSR has been pursued by themselves

Definition of CSR: the way in which a company seeks to align its values and way of acting with that of its stakeholders.

- A company's *stakeholders* include: employees, shareholders, customers, suppliers, government, interest groups (eg environmental groups) and broader societal interests on which the company's operations may have an impact.

32

Corporate Social Responsibility (CSR)

- **Definition of CSR of companies according to the Green Paper (European Commission, 2001):**

“Integrating social and environmental concerns into its operations as well as its interaction with its stakeholders on a voluntary basis. Being socially responsible means not only meeting legal expectations but also going beyond compliance and investing “more” in human capital, the environment and stakeholder relations.

33

Corporate Social Responsibility (CSR)

- **Difficult balance:** The perceived needs of various stakeholders are often disparate. Some companies seem much more successful at this balance than others.

Ex. shareholders seek profit, employees seek higher wages, customers seek more affordable prices and more sustainable products (which sometimes increase the cost of production, etc.)

34

Corporate Social Responsibility

- <https://www.youtube.com/watch?v=xoE8XlcDUI8>

(2:56)

35

35

Corporate Social Responsibility (CSR)

Prizes and Certifications

Certification B Corporation (cost of up to 25.000 USD/year)

<https://www.bcorporation.net/en-us/certification/>

- The entire social and environmental impact of a company is measured and certification is given to companies in which charters are explicit in order to make it clear that management decisions are aimed at social ends in addition to profit.

36

Certified B Corporation

About B Corps Certification B Economy For B Corps B Corp Directory

Countries Unifying Goal environment. This is a community of leaders, driving a global movement of people using business as a force for good.

[LEARN MORE](#)

37

B Impact Report

Ben and Jerry's
Ice Cream
Certified Since: September, 2012
Location: South Burlington, Vermont, United States
Sector: Manufacturing

Overall B Impact Score

110.0

0 50.9 80 110 150 200

The B Impact Scores are being compared against all businesses that have completed the B Impact Assessment

38

38



Network of 600 stores in 33 countries

Sales: 500 million USD/year

39


















39



40

40

2018 Global CR RepTrak® Top 10 Companies

Rank	Home	2018	Score
1	United States		71.9 
2	United States		69.5 
3	Denmark		69.4 
4	Brazil		69.4
5	Denmark		68.7
6	United States		68.1 
7	Germany		68.1
8	Japan		67.6 
9	France		67.6 
10	Sweden		67.2 

Strong

Average

41

Imperial College
London

- Home
- College and Campus
- Science
- Engineering
- Health
- Business

“Edible water bottles” developed by Imperial start-up to be trialled at Marathon

by Joanna Wilson
16 April 2019



Edible liquid capsules made from seaweed are to help rehydrate London Marathon runners this year in a bid to cut down on plastic waste.

7 comments

- Share this
- Tweet this
- Share on reddit
- Share on LinkedIn
- Print this story



42

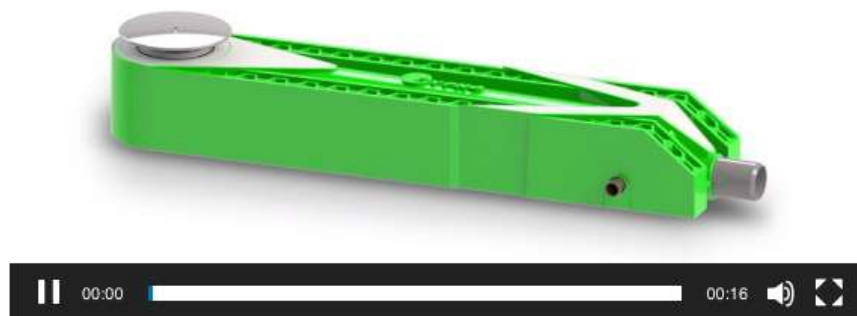
42



43



44



[Link do filme : https://www.zypho.eu/pt-pt/como-funciona/](https://www.zypho.eu/pt-pt/como-funciona/)

45

45

Business ethics

- **Ética Business ethics is related to CSR and can be defined as:**

“Moral principles that serve as guidelines for the company's activities and in its transactions”

The same guidelines that individuals rely on to behave in an acceptable manner – in personal and professional settings – also apply to companies..

46

Business ethics

- <https://www.youtube.com/watch?v=MbklcnyiORE>

(1:34)

47

47

Business ethics

Determining which practices are ethical or not is more difficult.

There is a gray area where the lines between the ethical and the unethical can blur.

48

Sustainability/CSR/Ethics

Conclusion

Sustainability and business ethics are elements that reflect on Corporate Social Responsibility